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TAGS: UNDP, EAID, ECRP, SG

SUBJECT: CERP 0008: UNDP EVALUATION FOR SENEGAL

REF: A) STATE 72386, B) 75-DAKAR 2267

1. OVERALL 1975 EXPENDITURES OF UNDP IN SENEGAL WERE
\$9 MILLION OF WHICH \$1.5 MILLION WAS FOR UNDP AND \$7.5 MILLION
WAS FOR SPECIALIZED AGENCIES. COMPARABLE FIGURES WERE \$8.9
MILLION, \$3.9 MILLION AND \$5 MILLION FOR 1974. INDICATIVE

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PLANNING BUDGET (COVERING UNDP ONLY) WAS ONLY \$10 MILLION FOR
1972-76 CYCLE. EXPENDITURES FOR PERIOD WILL BE \$12 MILLION

INCLUDING \$2 MILLION BORROWED AGAINST 1977-81 ("SECOND") CYCLE WHICH NOW PROJECTED AT \$10 MILLION.

2. POST OF RESIDENT REPRESENTATIVE HAS BEEN HELD BY DR. BERTIN BORNA, FORMERLY RESREP IN YAOUNDE AND DIRECTOR OF BCEAO (WEST AFRICAN CENTRAL BANK), EMBASSY NOTED IN LAST YEARS' REPORT THAT BORNA'S RELATIONS WITH GOS WERE EXCELLENT BUT THAT HE HAD HAD DIFFICULTY IN EXERCISING SUPERVISION OVER INDEPENDENTLY-MINDED SPECIALIZED AGENCIES. DURING PPAST YEAR BORNA HAS MOVED TO INCREASE HIS CONTROL OVER PROJECTS SUBMITTED IN SECOND CYCLE PROGRAM, BUT SPECIALIZED AGENCIES CAN AND DO OPERATE OUTSIDE FULL UNDP CONTROL.

3. GOS REMAINS OPPOSED TO ANY FORMAL MECHANISM TO COORDINATE ALL EXTERNAL FINANCIAL ASSISTANCE. ASIDE FROM CONSULTATION WITH IBRD MISSIONS, UNDP HAS INFORMAL PROGRAM OF CALLING ON EACH RESIDENT DIPLOMATIC MISSION WITH ASSISTANCE PROGRAM AT LEAST ONCE A YEAR OR MORE FREQUENTLY AS SITUATION WARRANTS. CLUB DES AMIS DUE SAHEL MAY PROVIDE FRAMEWORK FOR CLOSER COORDINATION AMONG DONOR AGENCIES ON REGIONAL BASIS IN FUTURE. GOS OVERALL INDEBTEDNESS IS GROUWING, INCREASING BOTH RATIONALE FOR DONOR COORDINATION AND POLITICAL SENSITIVITY OF ANY SUCH EFFORT.

4. ACCORDING TO UNDP PERSONNEL IN DAKAR, FINANCIAL CONSTRAINTS HAVE AFFECTED BOTH CURRENT SPENDING AND SECOND CYCLE PLANNING. ALTHOUGH THERE HAVE BEEN NO ACTUAL FUNDING CUTS, AMOUNTS BUDGETED IN 1973 HAVE NOT BEEN ADJUSTED TO COMPENSATE FOR INFLATION. OVERALL SPENDING IN 1976 WILL DROP FROM \$9 MILLION LEVEL (REACHED IN 1974 AND 1975) TO \$8 MILLION. AS EXPLAINED PARA 1, UNDP 72-76 BORROWED \$2 MILLION AGAINST 77-81, OR \$2 MILLION LESS THAN WAS SPENT IN FIRST CYCLE. UNLESS REDUCED, UNDP FUNDING CAN BE OFFSET BY INCREASED SPECIALIZED AGENCY FINANCING, ROLE OF SENEGAL WILL DIMINISH.

5. REVIEW OF 72-76 PROGRAM WAS CARRIED OUT IN JULY 75, COINCIDENT WITH SIMILAR EXERCISE FOR SENEGALESE FOURTH PLAN. THIS REVIEW REVEALED LACK OF REAL COORDINATION BETWEEN MINISTRIES AND SPECIALIZED AGENCIES AND LACK OF PROJECT PRIORITIZATION. RECOMMENDATIONS ARISING OUT OF REVIEW HAVE BEEN INCORPORATED
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INTO PLANNING FOR 77-81 CYCLE WHICH IS WELL ADVANCED IN SENEGAL IN SPITE OF FUNDING DIFFICULTIES. THESE INCLUDE: PRIORITIZATION OF PROJECTS BY SECTOR, CLOSER COORDINATION BETWEEN GOS AND UNDP SPECIALISTS AT INITIAL STAGES, MORE FREQUENT VISITS BY UN CONSULTANTS TO SENEGAL. FEASIBILITY STUDIES FOR PROMISING PROJECTS WILL BE INCREASED, ESPECIALLY IN SECTORS WHICH HAVE ACHIEVED LOW RATE OF IMPLEMENTATION DURING THIRD AND FOURTH PLANS. ASSIGNMENT OF UN EXPERTS ON AD-HOC BASIS TO FILL VACANCIES WILL BE REDUCED, TAKING MAXIMUM ADVANTAGE OF INCREASINGLY QUALIFIED SENEGALESE PERSONNEL.

6. DURING FOURTH SENEGALESE DEVELOPMENT PLAN, UN AND SPECIALIZED AGENCIES PROVIDED ONLY AROUND 10 PERCENT OF EXTERNAL FINANCING. IMPACT OF UN CANNOT BE JUDGED BY OVERALL AMOUNT BUT BY QUALITY AND UNIQUENESS OF SERVICES OFFERED. UNDP CONCENTRATES IN INSTITUTION BUILDING, TRAINING, PRE-INVESTMENT STUDIES AND HUMANITARIAN SERVICES WHICH ARE EITHER AVAILABLE ONLY FROM UN OR IN AREAS WHERE BILATERAL ASSISTANCE WOULD BE UNDESIRABLE. FOR EXAMPLE, PROGRAMS FOR CREATING SENEGALESE BUREAU OF ORGANIZATION AND METHOD (EQUIVALENT TO US OFFICE OF MANAGEMENT AND BUDGET) AND FOR PROVIDING SPECIALIZED TRAINING TO NATIONAL AND REGIONAL PLANNING OFFICIALS WOULD NOT HAVE BEEN ENTRUSTED TO BILATERAL ASSISTANCE. THESE PROJECTS ARE OF IMMENSE LONG TERM VALUE TO SENEGALESE DEVELOPMENT EFFORT. PROJECT EVALUATION IS ESSENTIAL TOOL IN ENSURING AVAILABLE RESOURCES ARE USED MOST EFFECTIVELY. ALL PROJECTS ARE EVALUATED AT LEAST ONCE A YEAR UNDER TRIPARTITE SYSTEM AND LARGE PROJECTS (OVER \$500,000) ARE EVALUATED MORE OFTEN. THESE REVIEWS OFTEN POINT OUT WEAKNESSES AND DEFICIENCIES. IN 1975 FOR EXAMPLE, THREE OF LARGEST PROJECTS WERE EXPERIENCING RAPID TURNOVER OF EXPATRIATE PERSONNEL, STAFFING GAPS, AND SHORTAGES OF COUNTERPART FUNDS. IN RESPONSE, ASSIGNMENT PROCESS FOR NEW PERSONNEL WAS SPEEDED UP AND GOS INCREASED ITS COUNTERPARTS. GAEMX ABKRPDAVD#OTHER PROBLEMS UNCOVERED INCLUDED DUPLICATION OF PROGRAMS AND NECESSARY PHASING OUT OF QUESTIONABLE PROGRAMS DATING FROM EARLIER PERIODS. SECOND CYCLE WILL ADDRESS THESE PROBLEMS MORE DIRECTLY THAN PREVIOUS EXERCISES.

7. EMBASSY MAINTAINS LIAISON WITH UNDP, AID HAS FREQUENT INFORMAL SESSIONS WITH UNDP ON GENERAL DEVELOPMENT MATTERS AND MAINTAINS GOOD CONTACTS WITH SPECIALIZED AGENCIES INCLUDING LIMITED OFFICIAL USE
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FAO, WHO, UNICEF AND WFP. CONTACT IS ALSO MAINTAINED ON SEVERAL EMBASSY AND AID LEVELS WITH LOCAL OFFICE OF UNHCR. WHEN APPROPRIATE, VISITING AID DESIGN TEAMS MEET WITH UNDP AND ABOVE AGENCIES. NO FORMAL MECHANISM EXISTS FOR ADVANCE NOTIFICATION ON PROJECTS.

8. ROLE OF WOMEN IN NATIONAL DEVELOPMENT RECEIVES CONSIDERABLE EMPHASIS IN SENEGALESE MEDIA AND IT IS CLEAR INTENT OF GOS TO DEVELOP ABILITIES OF WOMEN TO FULLEST AND ENGAGE THEM IN NATIONAL AFFAIRS TO GREATER EXTENT THAN IN PAST. HOWEVER, THIS ATTITUDE HAS AS YET HAD NO NOTICEABLE IMPACT ON UNDP ACTIVITIES.

9. STATISTICAL INFORMATION AND COMMENT ON INDIVIDUAL PROJECTS WILL BE TRANSMITTED AS SOON AS UNDP'S 1975 ANNUAL REPORT ON PROGRAMS IN SENEGAL (WHICH IS IN FINAL STAGES OF PREPARATION) BECOMES AVAILABLE.
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